Strategic Advisory Council
January 17, 2008 - Meeting Minutes - <mark>DRAFT</mark>

Attendance:

SAC Members	Organization	Present
Ron Sims	King County Executive Office	X
David Martinez	King County Chief Information Officer	X
Scott Noble	King County Assessor	X
Larry Gossett	King County Council	X
Kathy Lambert	King County Council	X
Bruce Hilyer	King County Superior Court	X
Barbara Linde	King County District Court	X
Dan Satterberg	King County Prosecuting Attorney	X
Susan Rahr	King County Sheriff	- ALT Denise Turner
Joel Chaplin	Motricity (formerly InfoSpace Mobile)	X
Scott Boggs	Microsoft Corporation – Former VP & Corporate Controller	X
Stuart McKee	Microsoft Corporation	X
Amy David	IBM – Vice President, VVP, Software Western Region	X
Hugh Taylor	Northrop Grumman Corporation, Corporate CIO and Sector VP	X
Ron Johnson	University of Washington	-
Gary Robinson	Washington State – Director of Information Services	- ALT Laura Parma
Carolyn Purcell	Cisco Sys., Internet Business Solutions Group, Public Sector	X
Presenters	**Organization**	**Present**
Dana Spencer	King County Office of Information Resource Management	X
John Klein	King County Office of Information Resource Management	X
Katie Moriarty	King County Office of Information Resource Management	X
Bob Cowan	King County Office of Management and Budget	- ALT Steve Fields
Barb Miner	King County Department of Judicial Administration	X
Tricia Crozier	King County District Court	X
Other Attendees	Organization	Present
Jim Keller	King County Office of Information Resource Management	X
Ayele Dagne	King County Office of Information Resource Management	X
David Mendel	King County Office of Information Resource Management	X
Gary Lemenager	King County Office of Information Resource Management	X
Patti Cole-Tindall	King County Office of Information Resource Management	X
Maureen Weiser	King County Office of Information Resource Management	X
Zlata Kauzlaric	King County Office of Information Resource Management	X
Trever Esko	King County Office of Information Resource Management	X
Sonja Rowland	King County Office of Information Resource Management	X
Barb Miner	King County Department of Judicial Administration	X
Tricia Crozier	King County District Court	X
Dave Ryan	King County Prosecuting Attorney Office	X
Marcine Anderson	King County Prosecuting Attorney Office	X
Tricia Davis	King County Office of Management and Budget	X
Sid Bender	King County Office of Management and Budget	X
Paul Sherfey	King County Superior Court	X
Caroline Whalen	King County Department of Executive Services	X
Jennifer Giambattista	King County Council	X
Greg Trosset	Elections	X
Mike Holland	King County Department of Juvenile and Adult Detention	X
Jennifer Giambattista	King County Council	X
Diana Watkins	King County Sheriff's Office	X
Carol Gillespie	King County Sheriff's Office	X

Introduction

David Martinez [King County CIO] welcomed the members and other attendees including the new members, internal to the county: Judge Hilyer, Dan Satterberg, and external members: Joel Chaplin, Hugh Taylor, and Ron Johnson. Ron Johnson was not available to attend this first meeting.

David provided a brief overview of the bios of the new external members the Executive appointed and recognized other external members, thanking them for their service on the SAC. David also

briefly described specific values that each external member brings to the SAC and the county. Gary Robinson was not available to attend - Laura Parma attended on Gary's behalf.

Ron Sims [King County Executive] welcomed the members and moved into April 2007 SAC meeting minutes approval.

Minutes Approval: April 4, 2007 SAC Meeting Minutes were approved unanimously by those present.

Discussion Topics

Ron Sims introduced the first agenda topic and turned the meeting over to John Klein [OIRM Service Development Deputy Director] to present.

1. SAC Sub-committee Report

John Klein reported on SAC external members' review of the countywide IT initiatives in 2007. John's report focused on the outcome of the work conducted over the past nine months since the last SAC meeting. The county worked with the external members to receive advice on several critical countywide IT topics. John thanked those involved for providing their feedback, including those members no longer on the SAC due to the change in SAC members since the last meeting.

The complete presentation is available at King County Internet at:
http://www.metrokc.gov/oirm/governance/sac/2008sac/1_sac_calendar_topics.pdf

SAC members' advice was related to the following countywide initiatives: Accountable Business Transformation, 800 MHz Emergency Radio System, I-Net, Electronic Documents and Record Management and Data Center.

John's report included a review of the primary issue presented to the external SAC members on each topic and a synopsis of the advice we received from them. Based on that feedback, the soundness of the county's approach was discussed and a rating of our likelihood for success was provided.

The following includes some major points the members discussed under this agenda item:

800 MHz Emergency Radio System

- Councilmember Lambert advised of grant opportunities from the department of Homeland Security related to governmental interoperability.
- In response to the question from Joel Chaplin, John reported that the timeline for the reported key decisions is in the next six to nine months.

I-Net

- Caroline Purcell advised that it is essential for the county to perform market research and analysis to ensure it remains competitive with private sector.

- Councilmember Lambert advised that an analysis of I-Net profitability should be conducted; if the results are not favorable, the service should be no longer offered. David Martinez committed to follow-up on the count of initially targeted I-net customers that have become I-net customers.

Electronic Records and Document Management

- Carolyn Purcell commended the county on this effort.

- Stuart McKee discussed the issue of records and document management as one of major concerns to organizations and corporations worldwide. Furthermore, the issue is becoming more complex with the proliferation of web published materials. Web records need to be managed as public records. Stuart also mentioned that King County has an opportunity to provide leadership in this area for other governments to follow.

- Executive Sims discussed the county's needs, challenges and efforts related to physical storage of records and documents, preservation, digitizing and search capabilities, for both paper and digital files, including video and audio files.

- Stuart joined Caroline in commending the county and expressed his appreciation for the efforts his local government, King County, is doing to address this issue. Stuart also emphasized the importance and challenges of including web in the effort.

Data Center:

- Councilmember Lambert discussed the need for the timelines of both the short term and long term plans regarding the data center.

- Scott Noble and Denise Turner asked about the plans/schedule for phase III [phase III includes the long-term goal of co-locating all servers supporting all KC agencies into one data center]. Denise was specifically interested as the KCSO has unique security requirements associated with their servers. David Martinez indicated that the plans have been developed for phases I [short term goal to move the data center and the auxiliary server room to a new location creating a larger primary data center] and II [mid-term goal to co-locate all executive branch servers with the equipment in the primary data center] and phase III [does not have a timeline at this time].

- Councilmember Gossett requested that SAC advice detail be made available to the members. David Martinez described the materials provided in the meeting packages. John indicated that further detail is available and would be provided.

- Amy David asked if the level of detail provided in the reviews has been adequate and David Martinez confirmed that the level of detail has been appropriate, helpful and is appreciated.

2. Investment Strategies for IT

Executive Sims introduced the topic. David Martinez discussed the importance and challenges of comprehensive strategic direction for information technology (IT) investments. David turned the meeting to Dana Spencer [OIRM Service Development Director] for the topic presentation.

The complete presentation is available at King County Internet at:
http://www.metrokc.gov/oirm/governance/sac/2008sac/2_strategic_investement_for_it.pdf

Dana reported on challenges to consider as the county begins to transform the thinking and approach about technology investments. Those challenges apply to all areas of technology including: applications and technologies that support critical business processes to deliver services; applications and technologies that are shared among multiple agencies or departments; and the infrastructure - a baseline set of technologies that enable the first two to function.

Steve Fields [OMB Budget Supervisor] briefed the members on the current process in place that provides the county with a framework for making IT investment decisions. The current process has significantly improved the overall alignment of technology investments with agencies' annual business plans. However, there are

still areas to address. Decisions on IT investments need to support a multi-year, county-wide business plan. Steve asked for the SAC members' advice and further discussion to help us towards making this transition.

In general, the value of a countywide business plan was understood and supported. The following includes some major points the members discussed under this agenda item:

- Dan Satterberg asked clarifications regarding type of funds currently used for IT. Executive Sims discussed the type of funds.

- Councilmember Lambert asked about the status of the bonds for ABT. Caroline Whalen, DES Program Project Director, provided the requested information.

- David Martinez spoke about the challenges with developing strategic technology plans. By KC Code, we are required to deliver IT strategic plans. We have developed two so far; the next one is due in 2009. An IT strategic plan needs to be supported by a long term IT investment strategy, which needs to be aligned with the strategic business plan for the county. At this time, such a plan does not exist. The annual technology plan is based on annual agency business plans. It is very challenging to develop a strategic plan for IT when the business plan is only for one year out. This is why Bob Cowan & David brought up this topic for discussion.

- Scott Noble discussed that the assessor's duties already fall within the framework of Washington state law. As a separately elected official, Mr. Noble was pleased to see that there are exceptions allowed by the Executive and the CIO when considering specific business needs and investments in IT.

- Councilmember Gossett discussed that from the whole government perspective, we all need to have a common goal and all need to be cooperative. In the next couple of years, when the Executive integrates his IT, the separately elected offices may join based on the accomplishments of IT reorganization in the executive branch.

- Executive Sims cautioned that there should not be an expectation that once the executive branch has completed IT reorganization that it would be easy for others. We have other jurisdictions outside the county that dictate what we do. It will be challenging for the KCSO, Courts, and Assessor, as it is for the executive departments. However, IT reorganization in the executive branch will provide valuable lessons for the rest of the county's operations.

- Scott Boggs recognized that the county could be viewed as a much more complex organization than some of the external members' companies. Scott brought up several points for consideration:

  - External members companies have their own complexities; one example is Microsoft with their worldwide offices and many different cultures.
  - The issues relating to IT investment strategies that the county is addressing are hard problems, however they are not IT problems. They are people and organization problems.
  - A balancing of needs and investments is indeed needed; not everything will be possible to fund and there will not always be a perfect balance.
  - At some point in your process, you will have disagreements. The external members' companies have it easier because it is clear that someone gets to make the call and people know who that person is. As the county does not have that, it needs a process.

- Councilmember Lambert discussed a need to improve the process to ensure outcomes and suggested that external members' expertise could be used to validate our timelines.

- Executive Sims talked about the system the county has in place to track project progress, accomplishments and realized benefits and acknowledged the SAC members' help with defining that

framework. The current process allows projects to report revised timelines approved by their steering committees putting the projects back on schedule.

3. Annual Report on IT Accomplishments

Dana Spencer and Katie Moriarty [OIRM, Strategic Planning Manager] presented the King County's IT accomplishments since the last SAC meeting in April 2007, which included reports in the following areas:

- Strategic Initiatives
- Policies, Standards & Guidelines
- Infrastructure and Central IT Operations
- Executive Branch IT Reorganization
- Agency Technology Accomplishments, and
- Awards.

The complete presentation is available at King County Internet at:
http://www.metrokc.gov/oirm/governance/sac/2008sac/3_it_accomplishments.pdf

The related handouts are available at the meeting page under the agenda item 3:
http://www.kingcounty.gov/business/oirm/governance/strategicadvisorycouncil/meetings/2008-01-meeting.aspx

The IT Accomplishments presentation concluded with a brief discussion of awards:

- Barb Miner [Director, Department of Judicial Administration] spoke about the award her department received: *2007 Innovations In American Government Award* for Electronic Court Records Program. Barbara presented a video that provided more detail about the new system. The video is available at the meeting page under the agenda item 3:
  http://www.kingcounty.gov/business/oirm/governance/strategicadvisorycouncil/meetings/2008-01-meeting.aspx

  Electronic Court Records program, which began in 2000, gives court case file users electronic access to cases filed from that time forward. Scanning and e-filing have substantially eliminated paper files, resulting in faster processing, desktop access to documents, and better security. Barb credited the judges, specifically Judge Bruce Hilyer – the SAC member, and staff of the Superior Court and King County's other law, safety, and justice agencies for helping DJA to accomplish this basic change in the way court case files are managed and used.

- Tricia Crozier [District Court CAO] spoke about the District Court Call Center, named a finalist in the *2008 WSA Technology Innovators Industry Achievement Awards (IAA)* program under the category of *"Best Use of Technology in the Government, Non-Profit or Education Sector."* Tricia emphasized that their project, like most great technology projects, is more about the use of the technology than the technology itself: the real innovation is in the intelligence, full utilization and constant monitoring they have built into the system and a court-wide commitment to focus on this important area of the District Court. Tricia provided examples of significant service improvement including:
  - Decrease in dropped (unanswered) call rate from 44% down to 7%
  - Increased capacity for incoming calls by 17%
  - Average wait times to speak to a clerk went from nearly four minutes to less than one minute
  - Clerks are able to spend more of their valuable time on complex justice issues
  - Customers are more satisfied

- The clerks are serving more citizens – about 650 additional calls per week.

The following includes some major points the members discussed under the IT Accomplishments topic:

- Scott Boggs suggested that report on IT accomplishments would be more informative if presented in the context of strategic plans: actual accomplishments compared to strategic plans.

- Hugh Taylor suggested that the report include analysis describing if the anticipated business values have been achieved. Steve Fields reported that the county has implemented the process to capture and report on cost savings resulting from the implementation of IT projects. The process is being expanded to include achieved benefits for other types of IT projects, including improvements in risk management and customer service. David Martinez discussed the two technology reports: Technology Business Plan and Annual Technology Report, both based on the Strategic Plan; those reports provide detail on the business benefits.

- Scott Boggs suggested that, in addition to detailed reports, a one page summary on strategic initiatives: planned vs. accomplished would be more appropriate for the SAC level. David committed to providing such report.

4. Other Business

<u>State of Washington Administrative Office of the Court - Case Management System</u>

Judge Hilyer discussed difficulties his court is experiencing in conducting their daily business including managing court calendars They need new technology and had been planning on using the state's new solution when implemented. However, the state's project is being pushed back for another 18 months, and it is not certain when or if the project will be successful. His court needs to make some choices, including continuing to wait on the state's solution or considering to undertake their own efforts. The current 30-year old system is no longer capable of fully supporting the business.

<u>State of the Prosecutor's Case Management System (PROMIS)</u>

Dan Satterberg talked about the current Prosecutors Information Management System. The system was implemented in the 1970-ties and no longer fully supports the business needs. PAO is looking to SAC members to advise on how to move forward with potential technology solutions.

The following includes some major points the members discussed under this agenda item:
- Stuart McKee noted that these two issues relate exactly to the point of the previous agenda topic on IT Investment Strategies topic. Stuart is very familiar with the current status of state's project and Justice Information Network [JIN] and suggested the following approach:
  - Coordination and cooperation with other jurisdictions
  - Legislature is in session now – get involved
  - Research potential solutions/partnerships offered by private sector.
- Caroline Purcell indicated that there are companies that sell core court systems.
- Executive Sims discussed the current internal system integration efforts, involving systems supporting the Courts, PAO and KCSO, and needs for integration with the state systems.
- Denise Turner, who is a member of JIN Board, offered to bring up these issues to the Board.
- Laura Parma committed to report the discussion to Gary Robinson who is also a member of the JIN Board.

- David Martinez committed to work with Superior Court, Prosecuting Attorney Office and others to determine strategy and approach.

- Judge Hilyer reiterated the need to determine if we should wait and what to do in the meantime.

- David Martinez would like to report at the next SAC meeting on actions taken and progress to address the issues.

- Councilmember Lambert requested the below be researched and reported.

   a) Costs of processing the accounts payable and paychecks today in 2008 compared to costs in 2004 reported in Dye study.

   b) The councilmember described an instance where she wanted to use particular software, however, was told that no licenses are available, and the follow-up research indicated that the system is not even in use, although the county owns 5000 licenses. She requested that this issue be looked at.

Executive Sims thanked all attendees for their help and support of the county's IT governance and adjourned the meeting.

NEXT MEETING: The meeting date and location will be announced at a later date. The potential agenda items include report on progress made with court case management system and Prosecutors Information Management System and follow-up report and discussion on 2008 SAC external sub-committee work.

Action Items from January 2008 SAC Meeting:

Action A01172008-01 - Conduct an analysis of I-Net profitability and report findings; Requested by Councilmember Lambert

Action A01172008-02 – Make available all detail feedback from external SAC members to all members; Requested by Councilmember Gossett

Action A01172008-03 – Provide summary on strategic initiatives: planned vs. accomplished, utilize dashboard format; Requested by Scott Boggs

Action A01172008-04 – Research and report on below; Requested by Councilmember Lambert

   a) Costs of processing the accounts payable and paychecks today in 2008 compared to costs in 2004 reported in Dye study
   b) Availability and use of software referenced by Councilmember Lambert.

Action A01172008-05 – Convene a work group to determine strategy and approach for systems replacement related to Superior Court's Case Management System and Prosecutor's Information System. Provide update on progress at next SAC meeting.

Action Items from internal follow-up review of January 2008 SAC Meeting:

Action A01172008-06 – Initiate planning work guided by OMB to create multi-year, countywide business plans in order to inform the county's IT investment strategy.